

FLA – H&M
Worker Participation Project – 2nd Factory Training Report
Hop Lun Garment (Dongguan) Ltd.
合隆制衣（东莞）有限公司

“员工参与”项目 — 第二轮工厂现场培训报告

I. Training Agenda 培训日程

1. Morning Session 上午部分

- On-site Dialogue: Interviewing Newly-elected Worker Representatives (WRs) 现场“对话”：采访新一届员工代表
- Project Overview for New WRs: Key Notions and Training Modules向新当选的员工代表概要介绍项目主旨和内容
- Previous Training Review: Group-work on Problem Identification (Meta-plan Method) and Cause Analysis (Fish-bone Diagram) 回顾上次培训内容：围绕问题识别（卡片展示法）和原因分析（鱼骨图分析法）进行分组讨论
- Personal Communication: Key to Good Communication 良好的人际沟通：沟通密码
- Group Exercise: “How can we communicate better?” 分组演练：“我们如何沟通得更好？”

2. Afternoon Session 下午部分

- Workplace Communication: How to train workers effectively? 工作场所的沟通：如何进行高效的培训？
- Effective Dialogue: Four Steps of Negotiation有效的对话：协商四步骤
- Group Exercise: Goal Analysis 分组练习：目标分析
- Action Plan Development: Optimizing Internal Dialogue制定行动计划：优化工厂内部对话实践

II. Training Participant List 参训人员名单^①

1. Group Company Management Team Representatives 集团公司管理层代表

- Mr. Dennis Chen, Compliance Dept., Director 陈德林，集团公司合规管理部，主任
- Ms. Clark Yang, Compliance Dept., Internal Auditor 杨焕，集团公司合规管理部，内审员

2. Dongguan Factory-Level Management Team Representatives 东莞工厂管理层代表

- Ms. Yin-Jie Li, Dongguan Production Dept., Vice GM 李映捷，东莞工厂生产部，副总经理
- Ms. Yun-Xia Duan, Dongguan Production Dept., Workshop Director 段云霞，东莞工厂生产部，副经理
- Mr. Lynn Liang, Dongguan Factory HR & Admin. Dept., HRA Manager 梁永明，东莞工厂人事行政部，经理
- Ms. Qian Yu, Dongguan Factory HR & Admin. Dept., HR Director 于茜，东莞工厂人事行政部，主任
- Ms. Ling Zhang, Dongguan Factory Compliance Dept., Assistant 张玲，东莞工厂人事行政部，文员
- Ms. Qun Zhou, Dongguan Factory Compliance Dept., Assistant 周群，东莞工厂人事行政部，文员

^① In total twenty-one training participants attended the training, including nine management staff and twelve WRs, who were elected in August according to the action plan developed during the first training visit. Given that only three out of the twelve WRs attended the first training session in July, sufficient time was located to recap the key content of the previous training. 本次培训共有21名参训人员，包括9名管理人员代表和12名员工代表。所有参训的员工代表都是根据首轮工厂培训期间制定的行动计划、于2010年8月选举产生的新一届员工代表中的代表。鉴于12名员工代表中只有三人参与了7月份的首轮培训，培训师安排了充足的时间回顾前次培训的核心内容。

- Ms. Jessie Guo, GM Office, Assistant 郭异花，总经理办公室，助理

3. Factory-Level (2nd Level) Worker Representatives 工厂级（二级）员工代表

- Ms. Shui-Mei Chen, Sewing Dept. A01-07, Sewer 陈水妹，车缝A01车间07班，车工
- Ms. Jie Han, Sewing Dept. A02-04, Sewer 韩洁，车缝A02车间04班，车工
- Ms. Chun-Ping Li, Sewing Dept. A03-11, Sewer 李春平，车缝A03车间11班，车工
- Mr. Zuo-Yong Xie, Sewing Dept. A05-10, Sewer 谢作用，车缝A05车间10班，车工
- Ms. Li-Xia Xiong, Sewing Dept. A06-07, Sewer 熊俐霞，车缝A06车间07班，车工
- Ms. Yan Tan, Sewing Dept. A07-01, Sewer 谭艳，车缝A07车间01班，辅助工
- Ms. Lei Zhang, Packing Dept. Group C, Worker 张蕾，包装车间C班，工人
- Mr. Yong Zeng, QC Dept., QC 曾勇，品质部，品管员
- Mr. Li-Ke Shu, Machine Repair Dept., Mechanic 舒礼科，机修部，机修工

4. Workshop-Level (1st Level) Worker Representatives 基层（一级）员工代表

- Ms. Xiao-Yan Wu, Sewing Dept. A02-04, Sewer 吴小燕，车缝A02车间09班，车工
- Ms. Min Xia, Sewing Dept. A03-01, Sewer 夏敏，车缝A03车间01班，车工
- Mr. Jia-Qi Liu, Sewing Dept. A04-10, Sewer 刘家琦，车缝A04车间10班，车工

III. Training Activities & Highlights 培训活动与亮点

1. On-site Dialogue: Interviewing Newly-elected WRs 现场“对话”：采访新一届员工代表

- This interactive session was designed to break the ice and facilitate the face-to-face communication between the management representatives and the newly-elected WRs. Many WRs openly shared their thoughts about why they can be elected as well as their concerns about their new roles while the managers were guided by the trainer to serve as good listeners. This warm-up session help people get to know each other better and at the same time created a good atmosphere for the later training sessions. 这个互动环节在“破冰”的同时帮助管理层代表和新选举产生的员工代表进行面对面的沟通。很多员工代表对现场采访表示欢迎和开放的态度，分享了他们关于自己为何能当选以及当选后对于自己新角色的担心，而管理层代表在培训师的指导下很好地扮演了聆听者的角色。通过采访，参训人员之间加深了了解，同时也为后面的培训创造了一个良好的气氛。

2. Group Exercise: “How can we communicate better?”分组演练：“我们如何能沟通得更好？”

- All training participants were divided into three mixed groups, with the task to develop a self-composed/directed/acted skit, which highlights their joint learning from the communication training just received. All three skits performed on-site reflect the real-life problems on the production floor. After each skit, self-reflection session was conducted to help all participants think through the contrast between bad and good communication, which enabled them to overcome the communication barriers by themselves. 参训人员进行混合分组，三个组分别通过自编自导自演一个小品来突出反应大家在沟通培训中的收获。现场表演的三场小品都再现的是生产车间里真实存在的矛盾和问题。每一场小品结束后，培训师和参训人员一同反思好与坏的沟通方式所带来的不同沟通效果的对比，从而帮助大家在实践中自发自觉地去消除沟通障碍。

3. Group Exercise: Goal Analysis 分组练习：目标分析

- Considering the fact that nine out of the twelve WRs did not attend the previous training, the FLA trainer conducted a

group work to familiarize the WRs with the meta-plan method and the fishbone diagram, i.e. the first two steps of the “six-step method”. All participants were then engaged by the trainer in a discussion on why joint goal analysis is necessary and were guided to apply this methodology to real-life issues. 鉴于九位员工代表都未能参加前一次培训，培训师通过现场演练让所有员工代表学习“六步法”的前两个步骤，熟悉了“卡片展示法”和“鱼骨图分析法”。在此基础上，参训人员讨论了目标分析的必要性并指导员工代表结合“成因分析”的结果进行“目标分析”。

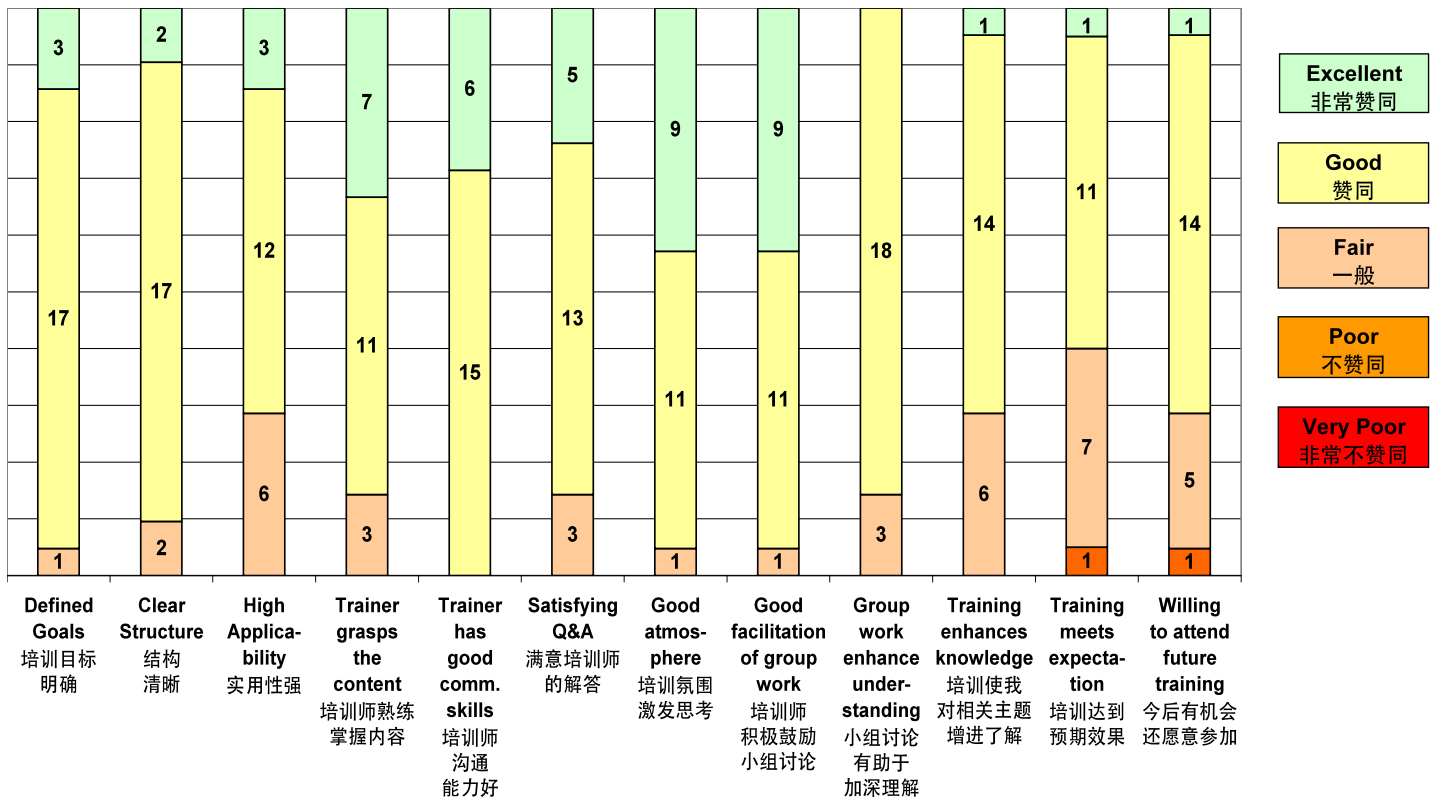
- While the factory’s average wage appears to be competitive in the locality, WRs selected low wage satisfaction as their key issue and poor wage gap management was identified as the key cause. After a statement round where each WRs stated their goal for improving the wage system, WRs and management representatives jointly identified five criteria for developing solutions. 尽管工厂员工的平均工资在当地有竞争优势，但员工代表将关注点放在了工资满意率低上，并且将员工内部工资差异管理不善识别为关键因素。在每一名员工代表进行了目标陈述后，他们与中高层管理代表一起就工资改善方案必须满足的五个条件达成了共识。

4. Discussion and Action Plan on Optimizing Internal Dialogue 有关优化对话实践的讨论及行动计划

- As a standard procedure, an action plan was jointly developed by WRs and management representative at the end of the training. According to the new action plan, the training content, including the action plan itself, will be communicated to all workers through formal (e.g. posted on bulletin board by GM Assistant) and informal (e.g. shared by 8 WRs who live in factory dormitories) channels. Moreover, a series of training will be provided to further clarify the roles of the WRs and to enhance productive dialogue between WRs and floor supervisors. 培训结束前，员工和管理层代表遵照常规制定了下一步行动计划。根据此新计划，本次现场培训内容包括行动计划都将通过正式的（如，由总经理助理张贴于公告栏）和非正式的（由八位在工厂住宿的员工代表口头传达）渠道让全厂员工了解。不仅如此，工厂计划开展针对性的内部培训来帮助新一届员工代表进一步明确工作职责和加深对工厂生产运作方面管理流程的认识，同时借助“员工参与”项目提供的培训资料重点改善员工代表与基层主管之间的沟通。

IV. Feedback of Participants 参会人员反馈

All twenty one participants who signed up for the training submitted their completed training evaluation forms (Note: One participant left question No. 11 unanswered in the form). The chart below shows the overall positive ranking. Nine participants highlight the training sessions on communication skills as their favorite part of the training and ten participants express their appreciation either for interactive discussions/group exercises or for the trainer’s lively and inspiring training style. The negative written comments mainly focus on the length of the training and the shortened break. 全部21名登记参训人员提交了培训反馈表（注：其中一位的反馈表中的第12题未作答）。下图显示出本次现场培训在参训人员中间获得了整体上的积极评价。当问到培训中最喜欢的部分，九位参训人员在反馈表中表示喜爱关于沟通方法和技巧的培训环节，十名参训人员对互动讨论和练习或者FLA培训师活泼而又深刻的培训风格给予了肯定。参训人员对于培训的负面意见主要集中在培训时间长而休息时间不足上。



V. Progress Tracking Chart: Survey Result 项目进展跟踪表：调查结果

Eight WRs and nine management team members submitted completed PTC forms after the training. Out of the seventeen forms, fifteen forms report positive changes on internal communication and management-worker relations while two reported specifically on welfare improvement (i.e. canteen food and company group travel tour) only. The WR re-election and the newly-established WR committee as well as the first WR meeting were explicitly highlighted as the pleasant change in ten forms. Special appreciation was given to the election of floor-level WRs in two forms and two forms also state that the newly-elected WRs are more active than before. Only two forms addressed the second question and the unpleasant changes stated are: 1) One or two WRs only speak for their own personal interests; and 2) the issues WRs bring up are more than management can handle. 共有八位员工代表和九位管理人员在现场培训结束后填写并提交了跟踪问卷。共计17份问卷中，15份问卷明确表示工厂的内部沟通及劳资关系发生了积极的变化，2份员工问卷只提到了员工福利的改善（即餐厅伙食改善和组织员工集体出游）。重新选举员工代表、重组员工代表委员会以及首次召开员工代表和管理层会议在10份问卷中都被认为是令人高兴的事。有两份问卷特别提到基层员工代表的选举，两份问卷明确表示新一届的员工代表相比过去更积极。全部问卷中只有两份谈到了不愉快的事：1) 个别员工代表从个人利益出发反映问题；2) 员工代表提出的问题较多。

VI. Conclusion 总结

The key goals of the second round training are: 1) to support the newly-elected WRs; 2) to help all participants become aware of and improve their communication skills; 3) to show managers and WRs that they can learn to negotiate common goals in a

non-conflict-oriented way, even when it comes to the sensitive wage issue. One key result of the training is agreement on the five common goals on wage system improvement, jointly developed by management representatives and WRs. Meanwhile, the action plan on providing targeted training for WRs and floor supervisors also reflects the participants' strengthened commitment to the dialogue approach and their intrinsic demand for self-sustaining and continuous improvement. 第二轮工厂培训的核心目标包括：1）为新选举产生的员工代表提供支持；2）帮助参训人员意识到并自发地去改进他们的沟通能力；3）向管理人员和员工代表证明他们可以学习用非冲突的方式、协商确定共同目标，即使是在较为敏感的工资问题上。本次培训的一个核心成果是管理层及员工代表就工资改善方案必须满足的五个条件达成的共识。同时，为员工代表和基层主管提供针对性内部培训的行动计划说明大家对于对话理念更加信服，也证明工厂已将自我支持的、持续性的改善内化成了企业自身的内在需要。